Helping Managers Engage Their Employees

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HHS HR Clinic
How are your Managers doing on Engagement?

• Do they make time to talk with each of their employees about their performance?
  • Daily
  • weekly
  • monthly
  • Once or twice in every performance management cycle (as required)

• When do they provide feedback to employees?
  • Only when they see something wrong
  • As close to the time as when they become aware of it
  • Whenever they think of it
  • Never
How are your Managers doing on Engagement? (cont.)

• Do they provide the why behind the work assignments? (including the connection to team, group, and organization mission and goals)

• Do they share organizational information with employees?

• Do they provide individual and team recognition?

• Do they provide and encourage learning and development opportunities for employees? (including things like reporting to senior leaders and rotational assignments)

• Do they promote and demonstrate diversity and collaboration?

• Do they support and demonstrate work-life balance and workplace flexibilities?
# Key Drivers of Employee Engagement

<table>
<thead>
<tr>
<th>Driver of engagement</th>
<th>FEVS question</th>
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<tbody>
<tr>
<td>Constructive performance conversations</td>
<td>My supervisor provides me with constructive suggestions to improve my job performance (Q46).</td>
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<tr>
<td>Career development and training</td>
<td>I am given a real opportunity to improve my skills in my organization (Q1).</td>
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<tr>
<td>Work-life balance</td>
<td>My supervisor supports my need to balance work and other life issues (Q42).</td>
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<tr>
<td>Inclusive work environment</td>
<td>Supervisors work well with employees of different backgrounds (Q55).</td>
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<tr>
<td>Employee involvement</td>
<td>How satisfied are you with your involvement in decisions that affect your work (Q63)?</td>
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<tr>
<td>Communication from management</td>
<td>How satisfied are you with the information you receive from management on what’s going on in your organization (Q64)?</td>
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| GAO-15-585
CMS Leadership Institute Leadership Development Strategies

• Leadership Competencies training for employees and managers
  • Mostly Emotional Intelligence related
  • Use of Self Assessments, in class activities and follow-up action plans

• Required and Elective Training for Managers

• Coaching Services – Career Development, New Manager

• Customized Team Intervention Design and Facilitation
  • Often using assessment based content to promote common understanding of diverse perceptions and communication styles
Agency-wide Employee Engagement Strategies

• New Internal Communications Team and Webpage and Newsletters
• Facilities Upgrading and redesign
• Negotiated additional workplace flexibilities and telework options
• Established Component EVS Action Teams – at Office/Center. Group and Division level- both manager and employee members
CMS EVS response best practices and action planning workshops
• Brown Bag Lunches with Senior Leaders
• Skip Meetings
• Interagency Rotational Assignments program – 2017> 67 applicants – 56 assignments
• Expanded Detail Registry
Employee Engagement Services

• Training classes for Managers and Employees on engagement related skills (Emotional Intelligence, Communications, Conflict Management)
• Training Classes on Engagement Strategies and Tactics
• EVS Rollout Action Planning consultation and facilitation
• Customized team building facilitation with management teams and managers with their teams
Where in Manager Lifecycle do we provide Employee Engagement training and support?

**New Managers**

- Briefing for New Managers
- Leadership in Context (LinC) (mandatory)
  - Foundational Legal Set
  - Working with People Set
- New Manager Transition facilitation
- All Manager Meetings & Open Door Forums
- Recommended elective training

**Experienced Managers**

- Refresher training every three years (mandatory)
  - Includes updated focus on targeted skills, such as coaching, mentoring, and accountability
- Elective training courses
  - Engagement skills
  - Engagement Strategies
- Customized Team Building Interventions and Facilitation
Research-Based Engagement Strategies and Tactics we use and recommend

• *Love ‘Em or Lose ‘Em*
  • Beverly Kaye – Career Systems, International

• *The Truth About Employee Engagement*
  • Patrick Lenconin – The Table Group, Inc.

• *The New One Minute Manager*
  • Ken Blanchard

• *Situational Leadership*
  • Ken Blanchard
Government-wide Results on Best Places to Work Questions

• **Deployment**: My talents are used well in the workplace.
  - 58.3% (19.7 lower than private scores)

• **Recognition**: Employees are recognized for providing high quality products and services. 48.5% (18.5 lower than private scores)

• **Training**: How satisfied are you with the training you receive for your present job? 51.6% (12.4 lower than private scores)

• **Development**: I am given a real opportunity to improve my skills in my organization. 64.0% (5.0 lower than private scores)
2017 CMS EVS Improvements In Performance Conversations

• #44 76.7% said that discussions with their supervisor/team leader about performance are worthwhile (72% 2016) (70% 2015) (67% 2014) (69% 2013) (67% 2012) (63% 2011) (62% 2010)

• #46 72.1% said that supervisors/team leaders provide employees with constructive suggestions to improve their job performance (70% 2016) (68% 2015) (65% 2014) (67% 2013) (72% 2012) (60% 2011) (59% 2010)

• #15 77.4% said My performance appraisal is a fair reflection of my performance (75% 2016) (74% 2015) (71% 2014) (71% 2013) (70% 2012) (68% 2011) (64% 2010)

• #19 75.3% said In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (74% 2016) (71% 2015) (69% 2014) (71% 2013) (65% 2012) (64% 2011) (61% 2010)
2017 CMS EVS Improvements in Career Development and Training

• # 1  74.6% said I am given a real opportunity to improve my skills in my organization (72% 2016)(70% 2015)(68% 2014)(71% 2013)(67% 2012) (61% 2011)(58% 2010)

• #29 75.8% said the workforce has the job-relevant knowledge and skills necessary to accomplish CMS’ goals (74% 2016)(72% 2015)(69% 2014)(71% 2013) (71% 2012)(66% 2011)(64% 2010)

• #47 78.1% said the supervisors in their work unit support employee development (76% 2016) (74% 2015) (73% 2014) (75% 2013)(72% 2012) (67% 2011) (64% 2010)

• #68 60.6% said they are satisfied with the training they receive for their job (58% 2016) (57% 2015) (55% 2014) (56% 2013)(52% 2012) (46% 2011)(44% 2010)
2017 CMS EVS Improvements in Recognition

• #65 65.5% say they are satisfied with the recognition they receive for doing a good job (63% 2016)(61% 2015)(58% 2014)(54% 2013) (58% 2012) (56% 2011) (53% 2010)

• #31 67.4% say they are rewarded for providing high quality products and services to customers (64% 2016) (60% 2015)(56% 2012 thru 2014) (54% 2011) (41% 2010)

• #32 59.8% say that creativity and innovation are rewarded (56% 2016)(54% 2015) (49% 2013 & 2014)(50% 2012) (47% 2011)(51% 2010)
Recognition Wall
For a Celebrate our Component Day
Individual Recognition Thanks From Peers

Tijuana earned a cape by

willingness to step in at any time, to help with any issue, and/or to help any of her colleagues.
Key Takeaways

• Key drivers to Employee Engagement
• Leadership Development Strategies to Promote Employee Engagement
• Agency-wide Strategies to Promote Employee Engagement
• Employee and Manager Training and Support Activities to Promote Employee Engagement
• Four Employee Engagement models used in CMS: Patrick Lencioni, Beverly Kaye, and Kenneth Blanchard
• Results Data and Examples
Resources

• Additional Analysis and Sharing of Promising Practices Could Improve Employee Engagement and Performance, Highlights of GAO-15-585, a report to congressional requesters

• Getting To The Heart Of The Matter: Engaging Employees To Improve The Work Experience- 2017
  • Partnership for Public Service and Deloitte

• WHERE DO I GO FROM HERE? How Leaders Can Use the FEVS to Improve the Employee Experience- 2017
  • Partnership for Public Service and Deloitte
Resources (cont.)
• *Bev Kaye, Love ‘Em or Lose ‘Em
• *Bev Kaye, Satisfaction Power
• https://careersystemsintl.com/
• *Patrick Lencioni, Managing for Engagement
• https://www.tablegroup.com/
• Ken Blanchard, The New One Minute Manager
• Ken Blanchard, Situational Leadership
• Kevin Kruse, Employee Engagement 2.0
• https://www.kevinkruse.com/profile/

* Book and training
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